



A Better Chance Reentry Initiative:



Introduction to Logic Models

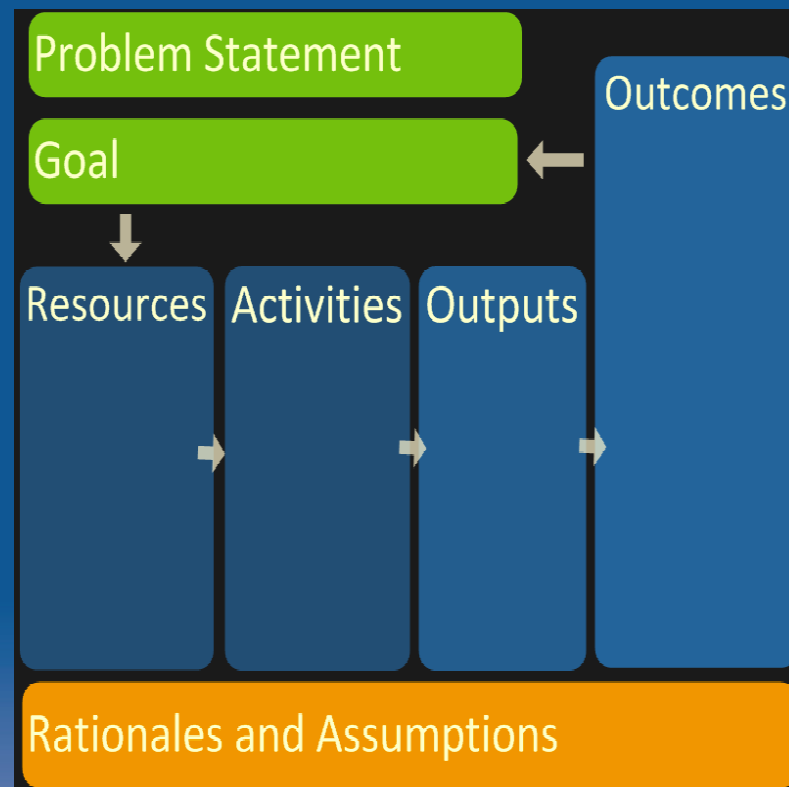
What is a Logic Model?

- ◆ A **logic model** is a commonly-used tool to clarify a program.
- ◆ The purpose is to graphically depict a program, initiative, project, or even the sum total of an organization's work.
- ◆ Serves as a foundation for program planning, program management, communication, consensus-building, fundraising, and evaluation.

Developing a Logic Model

Components

- ◆ Problem statement
- ◆ Goal
- ◆ Rationales
- ◆ Assumptions
- ◆ Resources
- ◆ Activities
- ◆ Outputs
- ◆ Outcomes



Problem Statement

- **Step 1**: Clearly articulate the problem your work is trying to solve:
 - What is the particular challenge or situation?
 - What needs to change?
 - Include *who, what, why, where, when, and how*.
- Example: I do not own a home, so I do not experience the many financial and emotional benefits of home ownership.

Goal

- **Step 2:** Think about the overall purpose of what you are trying to measure or what are you trying to accomplish?
 - This is the solution to your problem statement.
 - All logic models should be connected to your goal. In other words, your goal should frame and guide your logic model.
- Goals should:
 - Include the intended results of the program.
 - Specify the target population.
 - Be simple: use only one goal.
- Example: To increase my financial independence and security through home ownership.

Rationales

- Step 3: **Rationales** are the beliefs about how change occurs in your field and with your specific clients, based on research, experience, or best practices.
- Example: Home ownership increases a person's options for financial stability and wealth-building.

Assumptions

- Step 4: **Assumptions** are conditions that are necessary for success, and that you believe are true. These conditions already exist and are not within your control.
 - These can refer to facts or special circumstances in communities, regions, and/or fields.
- Example: There are houses for sale for which potential homebuyers will qualify.

Resources

- Step 5: Identify available resources for your program.
 - This helps you determine the extent to which you will be able to achieve your goal.
- List the resources you currently have, not those you will need to get.
- Common types of resources include: human resources, financial resources, physical space, technology, other equipment, and materials.

Activities

- **Step 6: Activities** are the actions needed to implement the program.
 - What you will do with resources to achieve outcomes and ultimately the goal.
 - Common types of activities include: developing products, providing services, engaging in policy advocacy, and building infrastructure.
- Example: For home buying, activity groups might include preliminary research, financial preparation, homebuyer's education, identifying a neighborhood, securing a mortgage loan, choosing a house, and securing the purchase.

Outputs

- **Step 7: Outputs** are the measurable, tangible, and direct products or results of program activities. They lead to desired outcomes, and help to assess how well the program is implemented.
 - Whenever possible, express outputs in terms of the size and/or scope of services and products produced (like quantities).
 - Outputs don't reveal anything about quality. Quality will be part of the evaluation.
 - Relate outputs to activities and resources.
 - Common types of program outputs that include numbers and descriptions are: number of home buying workshops attended, number of neighborhoods researched, etc.

Outcomes

- **Step 8: Outcomes** are the results that your program intends to achieve if implemented as planned. They are the changes that occur or the difference that is made.
- Outcomes should:
 - Represent the results because of program activities.
 - Be within the scope of the program's control and timeframe.
 - Be generally accepted by the various stakeholders.
 - Be phrased in terms of change.
 - Be measurable (this may take time).
 - Be realistic and within reach.

Types of Change

- **Learning**
 - New knowledge
 - Increased skills
 - Changed attitudes, opinions, or values; motivations or aspirations
 - Example: Potential homeowners increase their understanding of the home buying process.
- **Action**
 - Modified behavior or practice
 - Changed decisions and/or policies
 - Example: Potential homeowners have purchased their first home.
- **Condition**
 - Human (ex: from oppression to freedom)
 - Economic (ex: from unemployed to employed)
 - Civic (ex: from disenfranchised to empowered)
 - Environmental (ex: from polluted to clean)

Focus of Outcomes

- **Individual, Client-Focused Outcomes**
 - Reflect the difference the program will make in the lives of those directly served by the program.
 - Example: Potential homebuyer has purchased a home (change in status/condition).
- **Family or Community Outcomes**
 - Intend to create change for families, neighborhoods, or whole communities.
 - Example: Higher percentage of homeowners as opposed to renters in a low-income community.
- **Systemic Outcomes**
 - Illustrate changes to overall systems and might include cases where agencies, departments, or complex organizations work in new ways, behave differently, share resources, and provide services in a coordinated fashion.
- **Organizational Outcomes**
 - Lead to internal outcomes (individual and institutional) that affect how well a program can achieve external outcomes. These produce improvements in program management and organizational effectiveness.

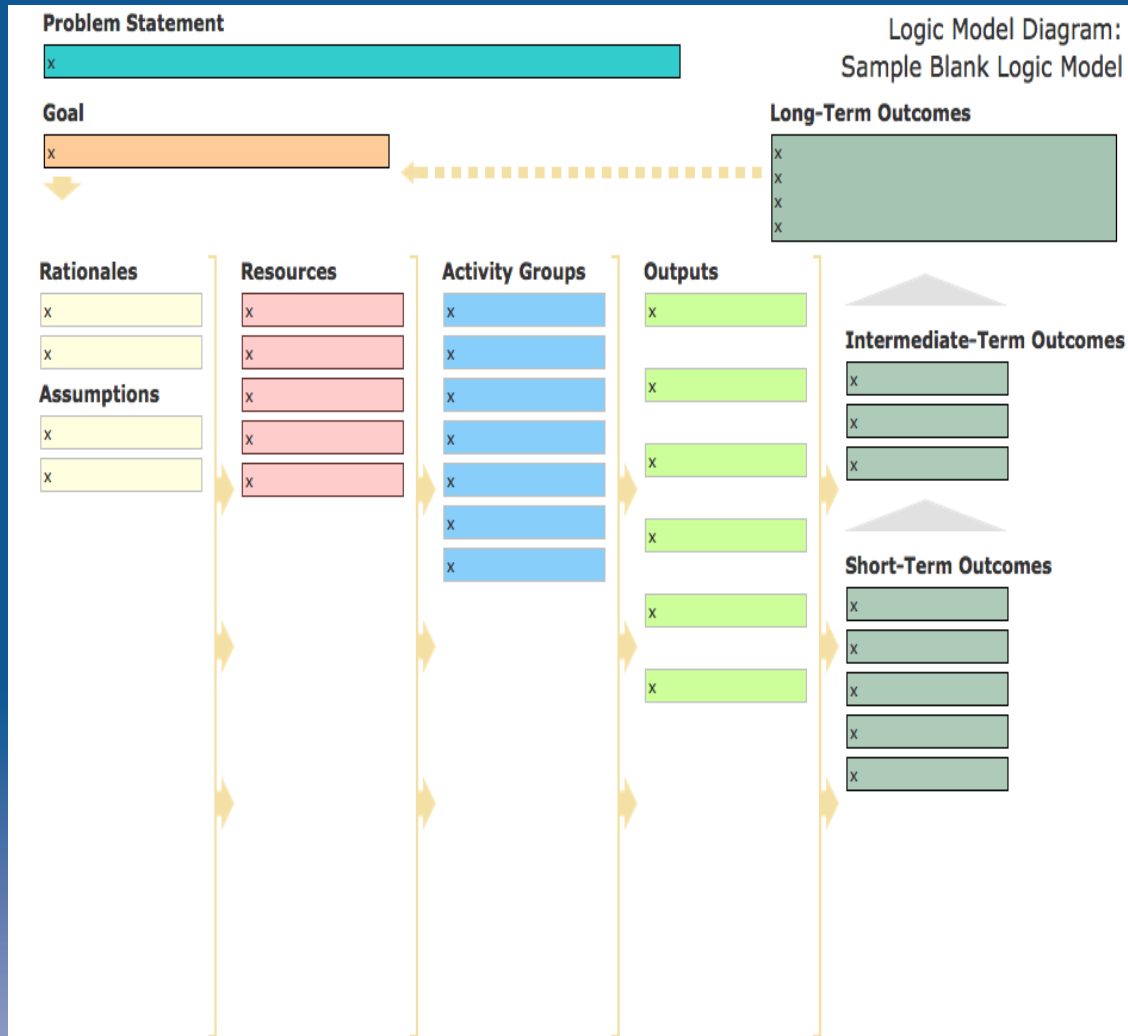
Chain of Outcomes

- **Short-term Outcomes**
 - The most direct result of a program's activities and outputs. They are typically not ends in themselves, but necessary steps toward long-term outcomes or the goal.
- **Intermediate Outcomes**
 - Link a program's short-term outcomes to long-term outcomes.
- **Long-term Outcomes**
 - Result from the achievement of your short and intermediate-term outcomes. They are also generally outcomes over which your program has a less direct influence. Often they will occur beyond the timeframe you identified for your logic model.

Outcomes vs. Outputs

- Step 9: Outputs are the direct and measurable *products* of a program's activities and services, often expressed in terms of quantities delivered.
- **Outcomes** are the *results* of the activities and services.

Logic Model Sample: Fill-in-the-Blanks



Logic Model Sample: Home Buying

Problem Statement

I do not own a home, so I do not experience the many financial and emotional benefits of home ownership.

Goal

To increase my financial independence and security through home ownership.

Logic Model Diagram: Logic Model Sample: Homebuying

Long-Term Outcomes

Increased financial security
Increased wealth and net worth
Improved sense of independence
Increased sense of community responsibility

Rationales

Home ownership increases a person's options for financial stability and wealth-building.

Home ownership is a positive contributor to emotional and mental health.

Assumptions

There are houses for sale for which potential homebuyers will qualify.

I am self-reliant enough to be a home owner.

Resources

Employment/steady source of income

Knowledge of potential neighborhoods

Real estate agent

Mortgage lender

Internet or library access to various sources of home listings

Activity Groups

Preliminary research

Financial preparation

Homebuyer's education

Identifying a neighborhood

Securing a mortgage loan

Choosing a house

Securing the purchase

Outputs

of neighborhood options identified
Checklist of home requirements

Financial records in order
Plan for improving credit and increasing savings

Attended 12 weekly education sessions

Bank or broker selected
Pre-approval of mortgage loan

Real estate agent retained
Potential home identified

Offer accepted
Inspection certificate
Completed contract and closing documents
Keys and move-in date

Intermediate-Term Outcomes

I have increased my savings.

I have improved my credit rating.

I have become a home owner.

Short-Term Outcomes

Increased knowledge about potential neighborhoods

Increased knowledge of financial eligibility

Increased knowledge of home buying process

Increased knowledge of financial options

Increased knowledge of housing options